

Council on Postsecondary Education
May 24, 2004

Kentucky Postsecondary Education
2004 Strategic Planning Process

Action: That the Council staff be directed to coordinate a review of the systemwide public agenda and strategic implementation plans, institutional mission statements and action agendas, and key indicators of progress toward postsecondary reform, and recommend to the Council an updated set of plans and performance measures in late 2004 or early 2005. This review shall be based on a comprehensive analysis of the system's progress toward reform goals and comparisons to national and regional benchmarks and shall include broad participation of the postsecondary community and its primary constituents and stakeholders across the Commonwealth.

In 1998 the Council established the public agenda called for in House Bill 1. *2020 Vision: An Agenda for Kentucky's System of Postsecondary Education* links advanced education to statewide priorities and economic growth in the 21st century. It explains how students, graduates, employers, the education community, and the general public can expect to benefit from the system's energies and efforts. *2020 Vision* positions Kentucky's colleges and universities as providers of a public good and their work as a means to an end.

2020 Vision is now six years old. The Council's 2003-04 Plan of Work calls for an update of this public agenda and its companion document, *Action Agenda 2001-06*, and the key indicators of progress as framed by the Five Questions. This work will begin this spring and continue into the 2004-05 fiscal year.

As a starting point, the Council staff scheduled a series of meetings in April, May, and June with institutional presidents and other campus leaders (at the campuses), executive branch officials, legislative staff, and the Council to seek advice on the design of the planning process. Those discussions have been focused on: 1) the rationale for the update, 2) the objectives of the process, 3) who should be involved, 4) general timeline, and 5) deliverables. Outlined below is a reflection of the dialogue that has been occurring:

Why do we need to update 2020 Vision and the Action Agenda?

- HB1 requires the Council to review the strategic agenda every four years and the strategic implementation plan every two years. *2020 Vision* has been in place since 1998, and the current action agenda covers the period 2001-06.
- Since the time that the original public agenda was established both the Council and the Commonwealth have new leadership.
- Kentucky's postsecondary system has made significant progress toward the goals and objectives established in the initial planning phases. A review of the current status of reform – its past accomplishments and future challenges – may suggest revised goals or new directions for the system.
- Developments in the U.S. and Kentucky since the first strategic plans were put in place – technological advances, homeland security and public health issues, fiscal constraints, employer needs – suggest a fresh look at Kentucky's postsecondary education system and its role in meeting the needs of the Commonwealth and her people.
- Legislation enacted since the passage of HB1 and the establishment of *2020 Vision*, particularly the Adult Education Act and the Kentucky Innovation Act (2000 General Assembly), provides new opportunities and challenges that should be considered in future plan development.
- The transfer of Kentucky Adult Education from the Workforce Development Cabinet to the CPE in 2000 (policy leadership) and in 2003 (total operations) broadens the scope of this planning initiative.
- The Program Review and Investigations Committee report of July 2003 recommended that the Council review the strategic agenda and implementation plans to assure adherence to HB1 goals.

What are the objectives of the planning process?

- To engage beneficiaries, constituents, partners, policy makers, and campus leaders and the Council in a dialogue about 1) the current status of postsecondary education and its contributions to addressing state needs, 2) what Kentucky postsecondary education needs to do to improve the standard of living and quality of life of Kentuckians as directed by

HB1, and 3) what it will take for the system to perform at expected levels.

- To establish goals, objectives, and benchmarks for the next four to six years – both at the state level and for individual institutions.

Who should be involved in the process?

Policy makers, students and parents, small and large businesses, labor groups, the elementary and secondary community, economic development entities, non-profit and community leaders, faculty and staff of the public and independent colleges and universities, institutional alumni and governing boards, local P-16 councils, and concerned citizens will be invited to participate in this process. A series of forums will be held across the state to discuss the needs of the Commonwealth – its communities, employers, workers, and general citizenry – and what the postsecondary community can do to respond.

What are the phases and timeline for plan development?

Working closely with the individuals and groups listed above, the Council staff will refine the system's public agenda and strategic implementation plans and present a draft to the Council for consideration in winter 2004. A preliminary timeline of the process is attached for Council discussion.

What are the deliverables?

Current Assessment – A comprehensive analysis of the current condition of educational attainment, income levels, and other demographic, economic, and educational statistics, including both trends in Kentucky and comparisons to other states. This analysis will be conducted early in the planning process and will be presented to various constituent groups for discussion about the future direction of the postsecondary system and its institutions.

Enrollment Projection and Impact Analysis – Using the current assessment as a foundation, this analysis will update existing estimates of the undergraduate enrollment numbers necessary if Kentucky is to reach the national average on a variety of education attainment and economic well-being indices by 2020. The analysis will address the following questions:

- How many students will be in the system by 2020 if Kentucky achieves its goal of being at or above the national average in educational attainment?

- Does Kentucky currently produce enough degrees annually to close the gap by 2020? How many more degrees (by level) need to be produced above and beyond the current level of production? In what areas? What increases in enrollment, retention, and graduation rates are needed?
- If these projections and goals are achieved, what impact will they have on Kentucky's per capita income and tax base?

Public Agenda – This will be a brief publication suitable for multiple audiences, including campus communities, education partners, local community groups, and current and potential employers. The public agenda shall focus on the needs of the Commonwealth and her people by describing how Kentucky's postsecondary education system can contribute to the creation of good jobs, the development of a skilled workforce to fill those jobs, and the continuing development of an educated, engaged citizenry. (This document will replace *2020 Vision* and encompass the Five Questions.)

Implementation Plans – These statements will outline more detailed objectives for implementing the public agenda and the six goals of HB1. These will replace the *2001-06 Action Agenda* folder with one-pagers for each public and independent institution, adult education, and KYVU. Implementation plans shall include:

- **Statewide Action Agenda:** A set of statewide action plans that describe what the Council and the system will do (and how the system will work with other education sectors, individual cabinets, and other agencies at the state level) to implement the public agenda and six goals of HB1.
- **Institutional Action Agendas:** Mission statement, goals, objectives, and benchmarks for each institution outlining what it will do to further the public agenda and the six goals of HB1 in the most effective and efficient manner.

Key Indicators of Progress – The key indicators of progress were streamlined for 2003-04; a comprehensive review of the key indicators will flow from the strategic planning process. The revised key indicators will reflect the objectives identified in the Public Agenda and the projections and goals established through the Enrollment Projection and Impact Analysis.

The Council staff seeks the advice and counsel of CPE members on the proposed planning process and timeline as outlined in this agenda item.

CPE Meeting
Discussion Draft
5/24/04

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